

Achievement of Market-Friendly Initiatives and Results Program (AMIR 2.0)
Funded By U.S. Agency for International Development

**The Strategic Framework Facilitation
for the
Centers of Excellence Program**

Final Report

Deliverable for Center of Excellence Program Component, Activity No. 584.3
Contract No. 278-C-00-02-00201-00

December 2002

This draft report was prepared by Larry Milner under the direction of Greta Boye, PSPI Team Leader, Andrew Kaiser, Center of Excellence Program Manager, Hatem Tieby, Senior Program Advisor, Leen I. Alam, Senior Program Advisor and Chemonics International, Inc., prime contractor to the U.S. Agency for International Development for the AMIR II Program in Jordan.

TABLE OF CONTENTS

Table of Contents

Acronyms and Abbreviations

Executive Summary	1
Background	
Conclusions and Recommendations	
List of Preparatory Interviews by Consultant	2
Summaries Of Center Of Excellence And Facilitated Strategic Planning Meetings	2
Ministry of Industry and Trade	
Ministry of Planning	
Jordan Institute of Standards and Metrology	
Ministry of Information, Communications, and Technology	
Annexes	
Annex One CoE Program and Facilitated Strategic Planning Meeting Agenda	5
Annex Two: Strategic Plan Template	6
Annex Three: Strategic Framework Facilitation Process	7
Annex Four: Strategic Planning Template Details	9
Annex Five: Strategic Planning Process Power Point Presentation Outline	19

ACRONYMS AND ABBREVIATIONS

CoE = Center of Excellence

Customs = Department of Customs

JISM = Jordan Institute of Standards and Metrology

MIT = Ministry of Industry and Trade

MoICT = Ministry of Information, Communications, and Technology

MOP = Ministry of Planning

PSPI = Private Sector Policy Initiative

EJADA = European Jordanian Development Agency

EXECUTIVE SUMMARY

Background

The Government of Jordan, under King Abdullah II, has continued the open economic policies started by the late King Hussein, has accelerated Jordan's entry into the global economy, and has recently adopted a new, socio-economic plan which, among other things, espouses private-sector led economic development based on private investment.¹

To assist the private sector in its economic development efforts, work has begun to assist specific economic-oriented ministries and agencies to help them in moving beyond their traditional roles as regulators of industry and commerce. His Majesty's government is encouraging them to adopt more proactive roles in attracting new investors and enterprises to Jordan. To aid in this effort, AMIR has developed a Center of Excellence Program to help bring a culture of excellence to these organizations by assisting them to adopt best practices in several areas of government operation.

The first group of ministries and agencies selected to receive assistance from AMIR and to be assessed for the CoE Program include the Ministry of Planning, the Jordan Institute of Standards and Metrology, the Ministry of Industry and Trade, the Ministry of Information and Communication Technology, and the Customs Department. Because of the possible expanded or changed roles of these Jordanian organizations, assistance for effective strategic planning has been chosen as a major sub-component of the CoE Program.

Summary of Activities

In initial meetings conducted during the second and third weeks of December, 2002, this consultant, along with the AMIR CoE staff engaged in the tasks of assessing the various levels of implementation of the "best practices" in the strategic planning process within the five above mentioned agencies. A process for improving the usefulness of current strategic plans, where they existed, was developed by the newly established CoE Teams in each organization and the upgrading process will be conducted during the first calendar quarter of 2003.

Conclusion and Recommendations

The employees and leadership of the government organizations currently being assisted by the CoE Program seem enthusiastic and appear to have a great willingness to improve their management skills and operational results through a proper strategic planning framework. While it is early in the implementation stage of this consultancy, it is recommended that the CoE Program Strategic Framework Program proceed to the next phase of working on the detail plans of each of the selected ministries and departments. A glossary of agreed-upon strategic planning terminology needs to be developed and utilized in the facilitation meetings. It is also recommended that the facilitation meetings be held outside the agencies' facilities to avoid distractions and interruptions. Another recommendation—if for some reason the Secretaries General of the agencies cannot attend the facilitation meetings, these meetings

¹ SOW: Strategic Framework Support

should be postponed until attendance is possible. Cell phones should also be restricted during the meetings.

LIST OF PREPATORY INTERVIEWS BY CONSULTANT

1. Andrew Kaiser, CoE Program Manager, AMIR
2. Aref Al-Farra, Policy Analyst, PSPI-MIT/AMIR
3. Arwa Al Mothaffar, Consultant, AMIR
4. Farouq Hadidi, MIT Secretary General
5. Fawaz Zubi, MoICT Minister
6. Glenn Wood, Customs AMIR
7. Greta Boye, Acting Team Leader, PSPI, AMIR
8. Hala Bsaiso Lattouf, MOP Secretary General
9. Hatem Tieby, CoE Program Advisor, AMIR
10. Leen Alam, CoE Program Advisor, AMIR
11. Michael Hyndman, Consultant AMIR
12. Mu'taz al Taher, Consultant with EJADA - JISM Consultant
13. Steve Wade, Director, AMIR

SUMMARIES OF CENTER OF EXCELLENCE AND FACILITATED STRATEGIC PLANNING MEETINGS

Ministry of Industry and Trade (MIT)

December 11, 2002

Larry Milner, AMIR consultant, met with Secretary General Farouq Hadidi in his office at MIT. In the meeting were Mr. Hadidi, Andrew Kaiser, Leen Alam, and Aref Al-Farra of AMIR. Also Jim Barnhart of USAID was present. The concept of the *Center for Excellence* and its sub-component of Strategic Planning was discussed. It was agreed that another session would be necessary to make certain that the Secretary General has a full grasp of the concept and would move the process of Strategic Planning forward.

December 14, 2002.

A second meeting with Secretary General Hadidi was held in his office. He expressed concerns that the sub-component of Strategic Planning was pre-eminent in the minds of his staff, thereby causing confusion about the CoE Program. He asked for Mr. Kaiser to conduct a Center of Excellence presentation with MIT's twenty department heads and that the presentation be made in Arabic. It was agreed that the concept of the sub-component of Strategic Planning would be introduced to the group at a Facilitated Strategic Planning Meeting to be scheduled in January of 2003. The MIT staff was scheduled to meet with Hatem Tieby and Leen Alam on Saturday, December 21, however, that meeting was cancelled and will be rescheduled at a later date.

Ministry of Planning (MOP)

December 12, 2002

Larry Milner met with Secretary General Hala Bsaiso Lattouf in her conference room at the MOP. The Center of Excellence Team of MOP was present in the meeting along with Andrew Kaiser and Hatem Tieby of AMIR. Mr. Kaiser explained the details of the Center of Excellence program and it was agreed that the first Facilitated Strategic Planning Meeting would be conducted on December 19 at 3:00 PM at the MOP. Her Excellency Lattouf was very determined to move the process of the CoE assessment forward as rapidly as possible

December 19, 2002

The first Facilitated Strategic Planning Meeting was held with MOP personnel including: Secretary General Ms. Hala Lattouf, Mr. Maher Madadha - Assistant Secretary General/Finance and Administration, . Mr. Tayseer Smadi - Director of Policy and Research, Mr. Naser Shraideh - Director/ Aid Coordination Unit-Technical Support Unit, Mr. Amin Khleifat - Political Advisor (attended part of the meeting), Mr. Naseem Rahahleh - Director/Competitiveness Unit, Sherif Abdullah Bin Zeid - Advisor to the minister, Ms. Wijdan Kayyali - Director/ Admin Development and Training Dept., Mr. Ghaith Madadha - Researcher/Editor, Ms. Diana Al- Tayyeb - Training Coordinator, Ms. Ghada Khamis - Researcher, and Eng. Mustafa Zahran - Coordinator . Andrew Kaiser introduced the concept of the CoE Program. Then a discussion of the strategic planning process was held. Assignments for the agency participants were given asking each to write a vision and a mission statement and to develop a model organization for each department within the agency. The next meeting of the group will be in early January when participants will be asked to discuss their assigned tasks. MOP has developed some strategic plans in the recent past, however, the implementation of these plans has not been consistent or particularly useful for the agency employees on a day-to-day operational basis. Also a study by the Philadelphia Consulting group has outlined options for vision and mission statements. A review of those statements will be made at the January meeting.

Jordan Institute of Standards and Metrology (JISM)**December 16, 2002**

Larry Milner met with Director General Dr. Ahmad Thogan Hindawi in a preliminary meeting to discuss the Center of Excellence Program and its sub-component strategic planning. Andrew Kaiser and Hatem Tieby of AMIR were in the meeting. Dr. Hindawi was very enthusiastic about the CoE Program and pledged his support of the JISM CoE Team efforts. The meeting of the JISM CoE Team took place immediately following the initial meeting with Dr. Hindawi.

December 16, 2002

The first Facilitated Strategic Planning Meeting was conducted, which included the CoE Program and Strategic Planning Process Power Point Presentation (see Page 26 of this report). Attending the meeting were Dr. Ahmad Hindawi/Director General, Mr. Salem Quhawli/ Assistant Director General., Mr. Salmeh Katarneh/ Director of Control Department, Mr. Mohammad Issam Asha/ Director of Metrology Department, Mr. Nimer Idris/ Director of Precious Metals Department, Mr. Nidal Zayadeen/ Director of PLanning and Management Development Department, Mrs. Futoon Ramadan/ Director of Certification Department, Miss Nada Bitar/ Director of Laboratories Department, Rula Madanat/ Director of the Information Center/ Chairperson CoE Team, Abdul Hamid Alwan/ Accreditation Unit/ member CoE Team, .Ola Zawati/ Accreditation Unit/ member CoE Team, Mai Al-Qaisi/ Planning and

Management Development Department/ member CoE, and Ola Mobideen / Planning and Management Development Department/ member CoE. Also participating in the meeting was Mu'taz al Taher, consultant with EJADA, who has been developing a very sophisticated strategic plan for JISM. The outcome of the meeting was to have Mr. Taher conduct another of his strategic planning process meetings prior to January 1, 2003 to finalize his efforts. Then on January 8, a second Facilitated Strategic Planning Meeting will be conducted where the Taher Plan would be reviewed and additional steps would be agreed upon.

Ministry of Information, Communications, and Technology (MoICT)

December 17, 2002

Larry Milner met with the Minister Fawaz Zubi in his office at MoICT. In the meeting was Jim Barnhart of USAID, Andrew Kaiser and Hatem Tieby of AMIR, the Secretary General of MoICT Nadia Al Saed. The Minister pledged his full support of the CoE Program and its sub-component of Strategic Planning.

December 17, 2002

Immediately following the meeting with the Minister, a meeting of the CoE Team took place and the CoE Program concept was explored in detail. It was decided to conduct the first Facilitated Strategic Planning Meeting on December 18 at 3:00 P.M. in the AMIR Conference Room.

December 18, 2002

The first Facilitated Strategic Planning Meeting was held with MoICT personnel including: Nadia Nader, Razan Fasheh, Amna Al-Kilani, Nadia Al Sheed, Roger Guidrand, Yuousef Saoun, Zina Nimeh, and Mahroud Khasawneh. Andrew Kaiser introduced the concept of the CoE Program. Then an introduction of the Strategic Planning Process was presented. Assignments were given for developing vision and mission statements and developing a model organization for each department. The next meeting of the group will be in early January. MoICT has a strategic plan that was completed in May of 2002. A review of that plan was completed in September of 2002. Copies will be distributed for review to both the MoICT CoE Team and the AMIR staff.

ANNEXES

ANNEX ONE

CENTER OF EXCELLENCE PROGRAM AND FACILITATED STRATEGIC PLANNING MEETING AGENDA

Working Agenda

Ministry Name

Time - December 2002

- I. Introductions
 - A. Planning Team Members
 - B. AMIR II Personnel
 - C. Consultant
- II. Centers of Excellence Program Explanation
- III. Overview of Strategic Planning
 - A. Sources of Power
 - B. Entrepreneurial Government
- IV. Strategic Planning Process
 - A. Discussion of Ministry's Current Plan
 - B. Ministry's Internal Environment
- V. Expectations
 - A. Time Line
 - C. Resources
 - D. Next Meeting Logistics

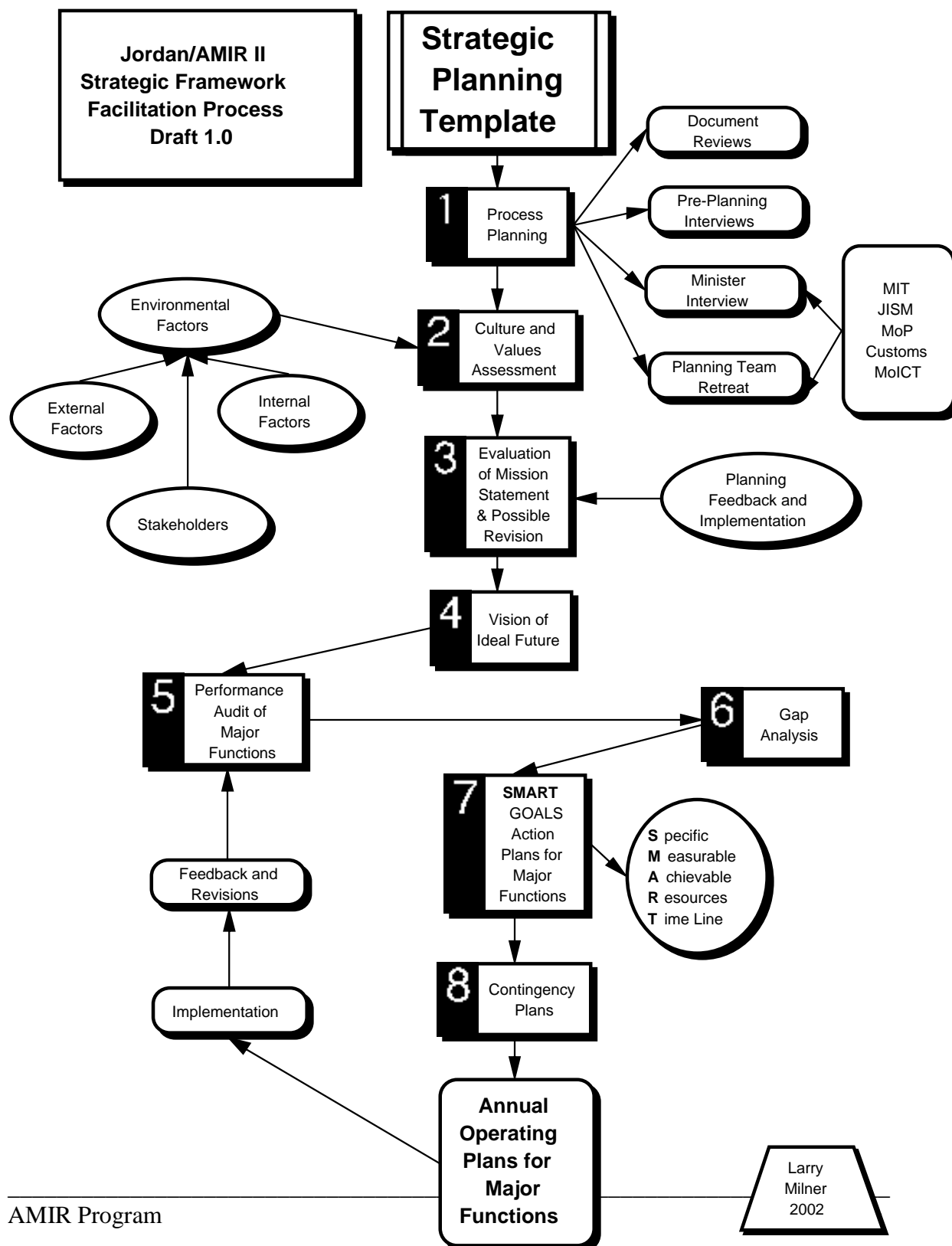
ANNEX TWO

STRATEGIC PLAN TEMPLATE

- I. Ministry's Mission Statement
 - A. Reason For Ministry's Existence
 - B. What The Ministry Will Do
- II. Shared Vision Of Ideal Future For The Ministry
 - A. Description Of The Ministry In The Future
 - B. What the Ministry Wants To Become
- III. Ministry's Core Values
 - A. Citizen Centered
 - B. Results Focused
 - C. Transparent
- IV. Objectives as outlined in law
- V. Action Plans (SMART Goals And Outputs)
 - A. S pecific Action Item
 - B. M easurable Elements
 - C. A ccountability
 - D. R esources Required
 - E. T ime Lines and Deadlines
- VI. Contingency Plans – If things go wrong
- VII. Annual Operating Plan For Each of the Ministry's Major Functions – Final Outcomes

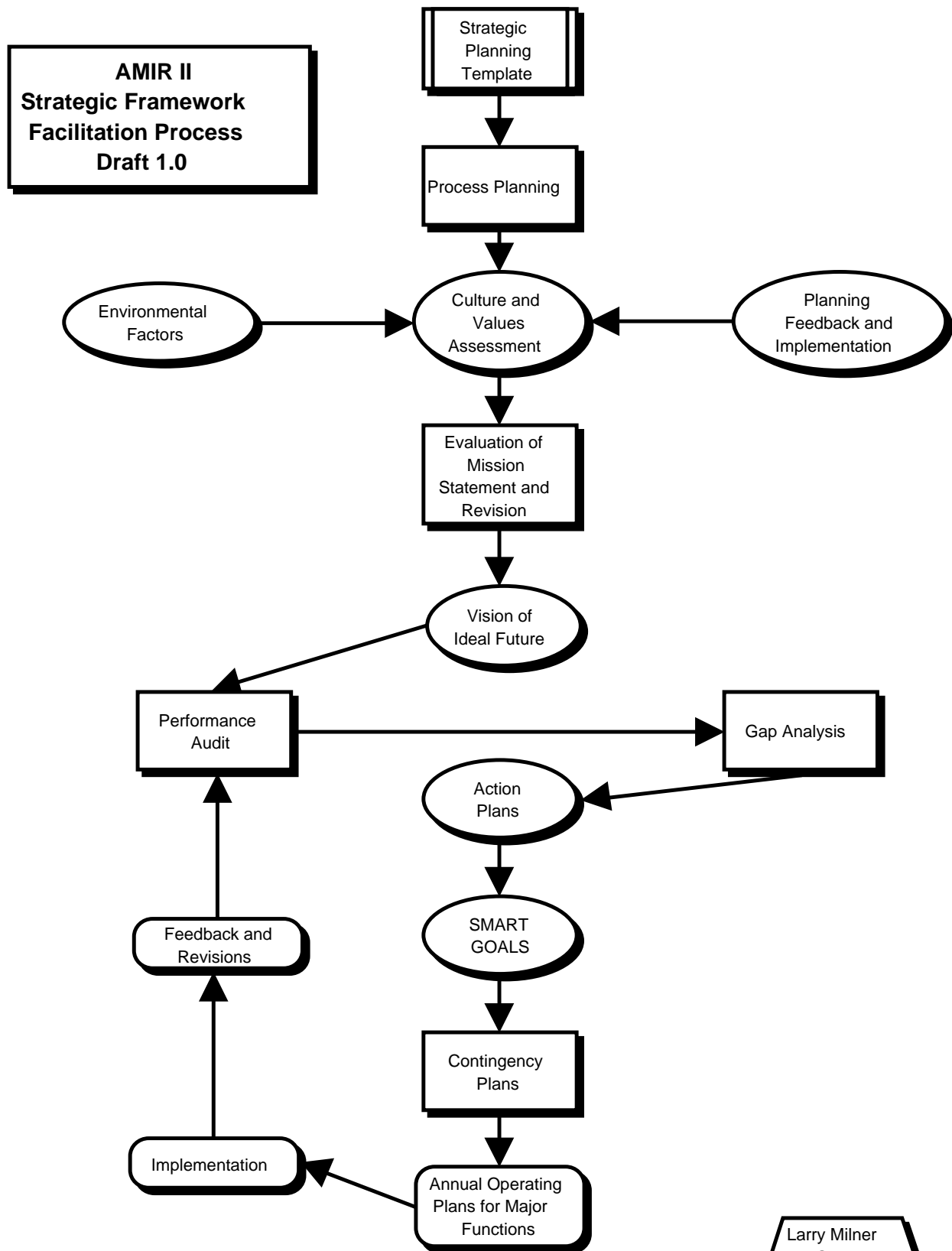
ANNEX THREE

STRATEGIC FRAMEWORK FACILITATION PROCESS

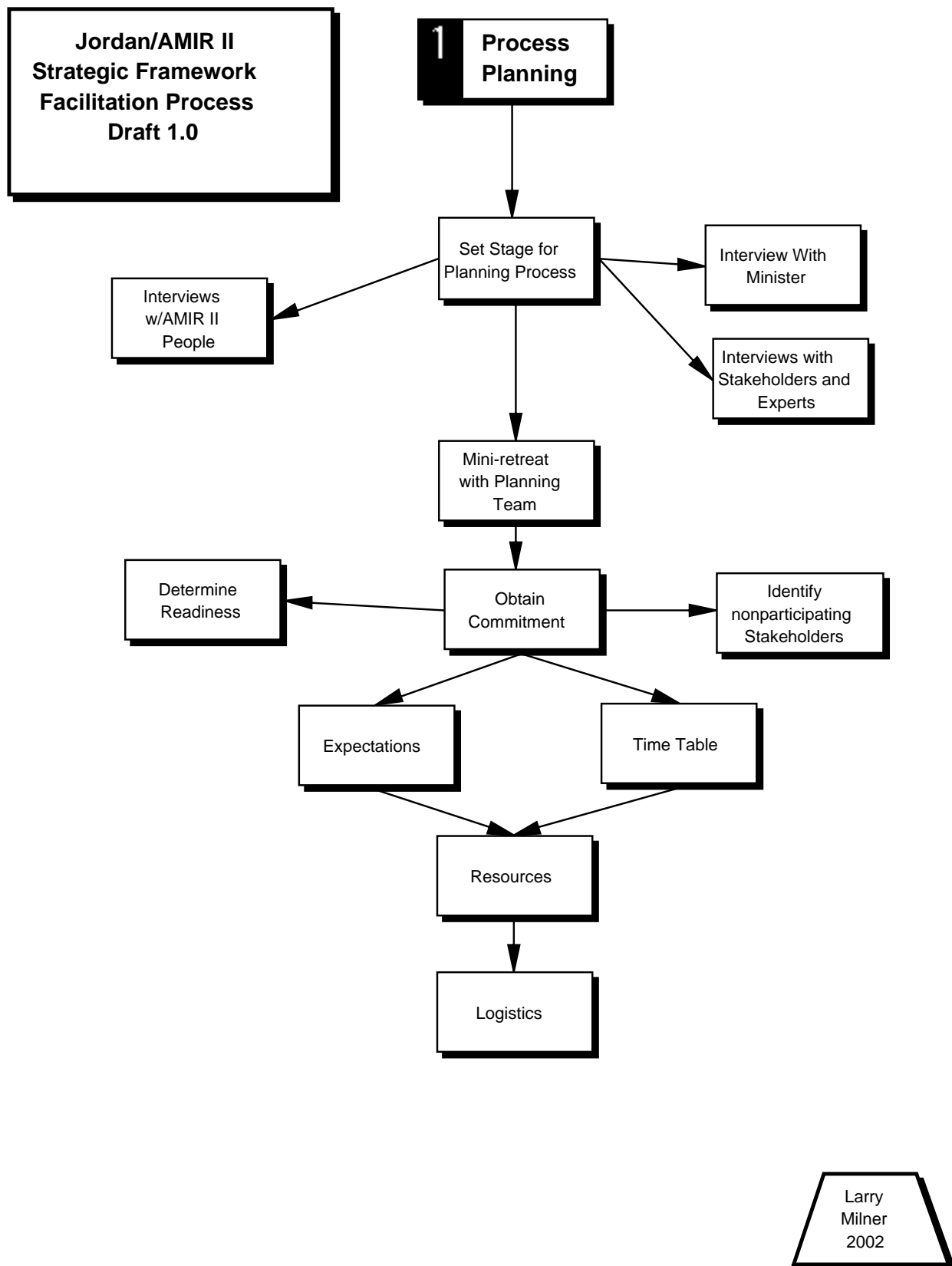


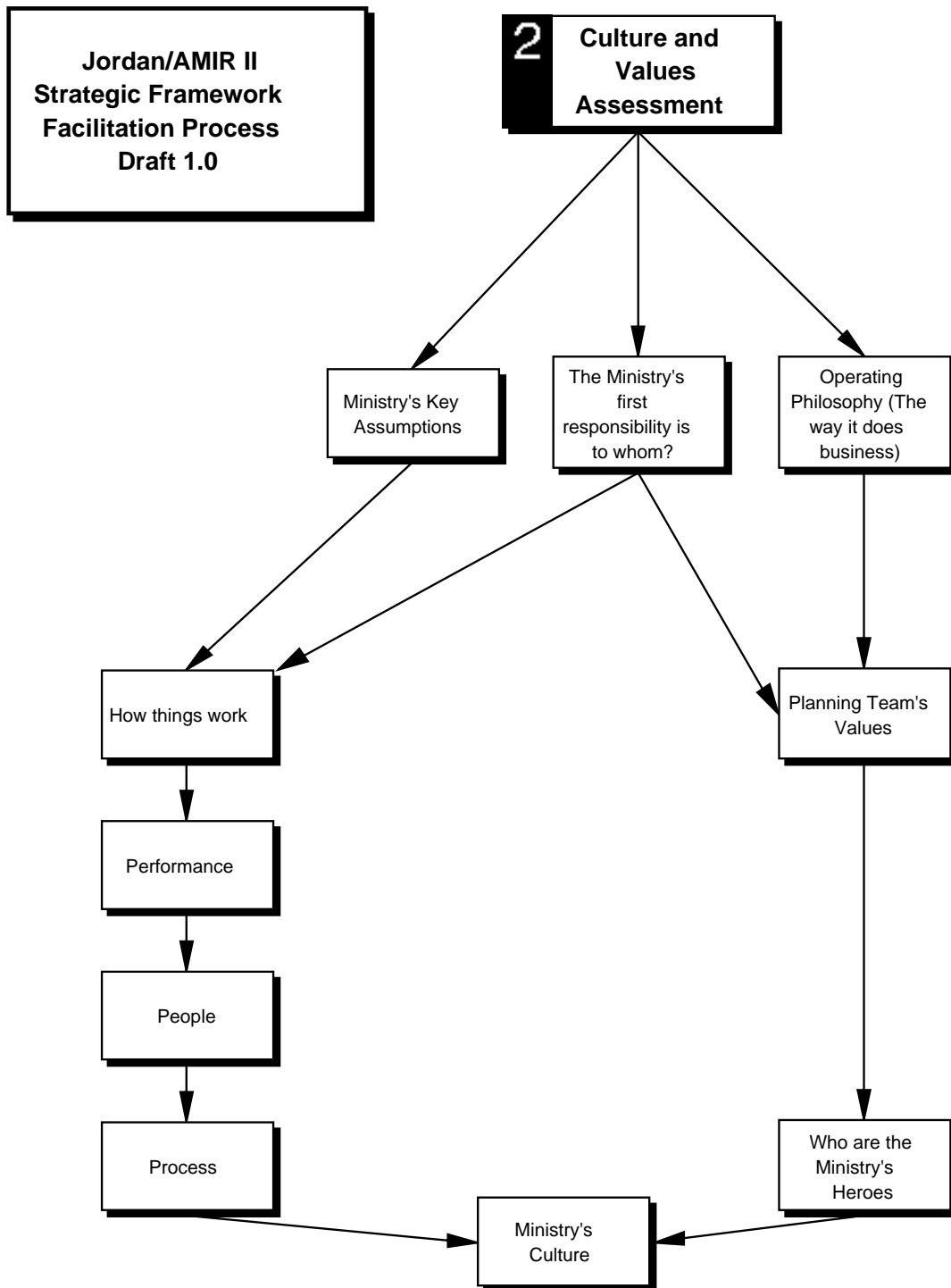
ANNEX FOUR

STRATEGIC PLANNING TEMPLATE DETAILS

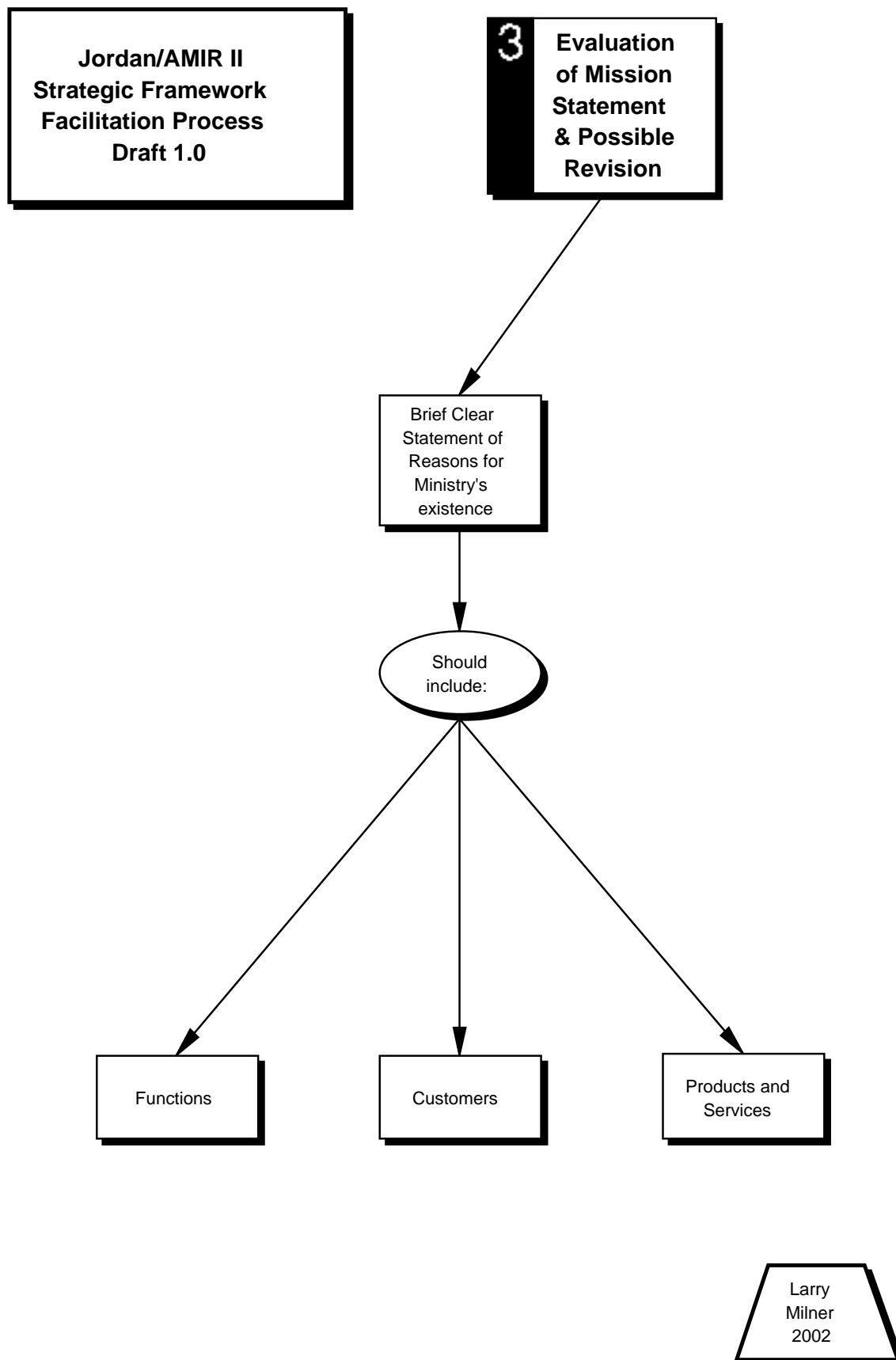


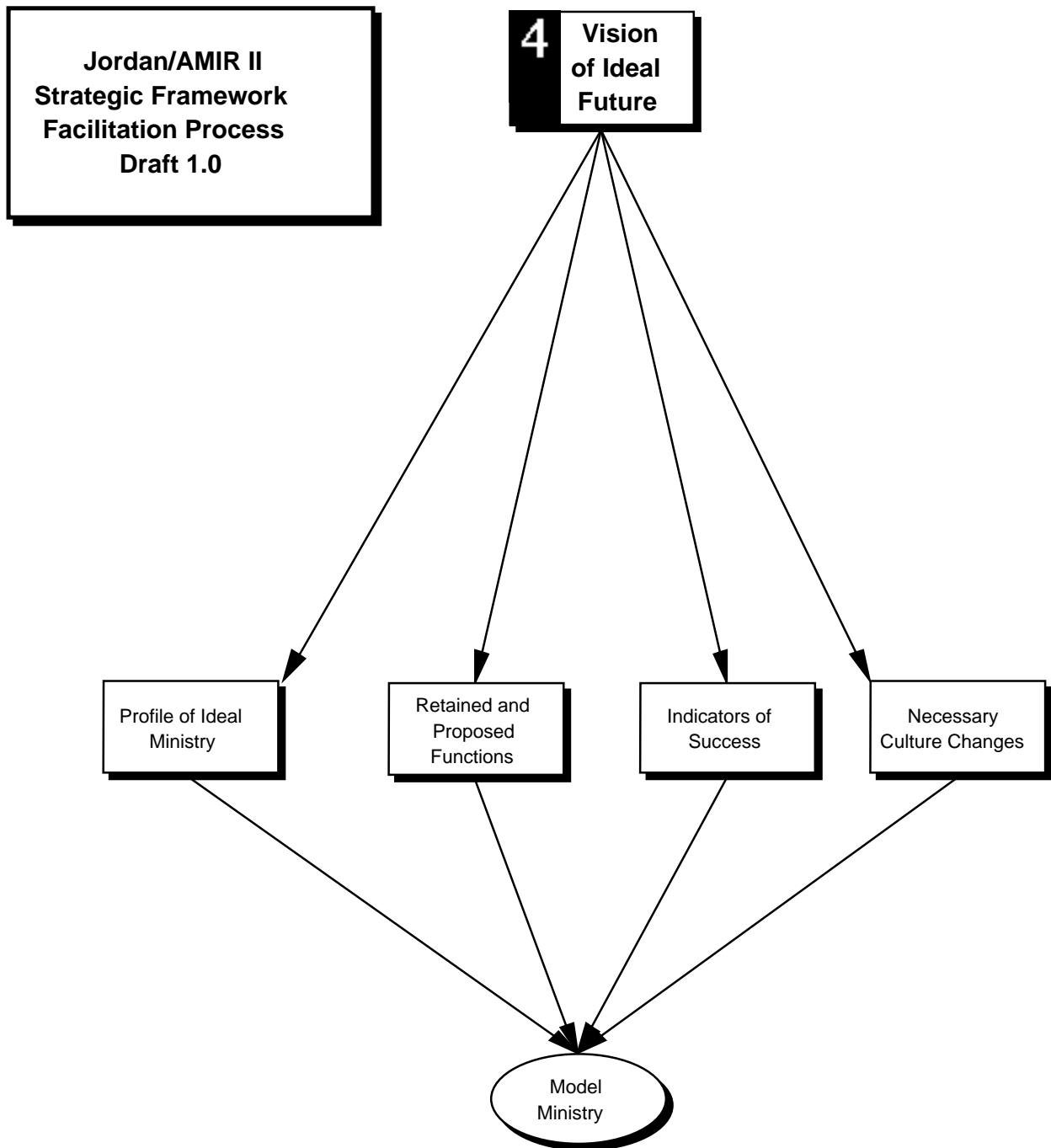
Larry Milner
Global
Strategy
Consultants
2002



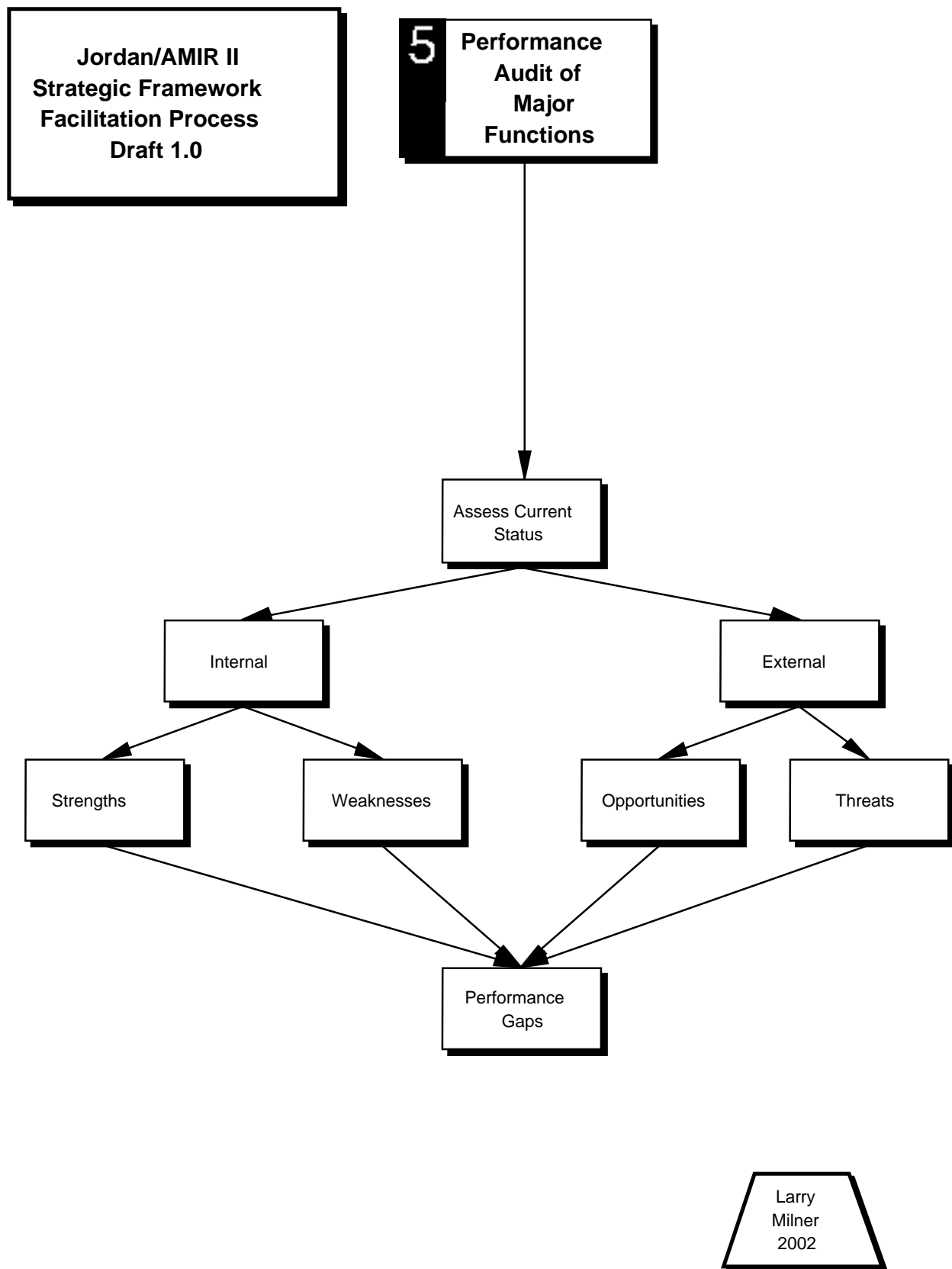


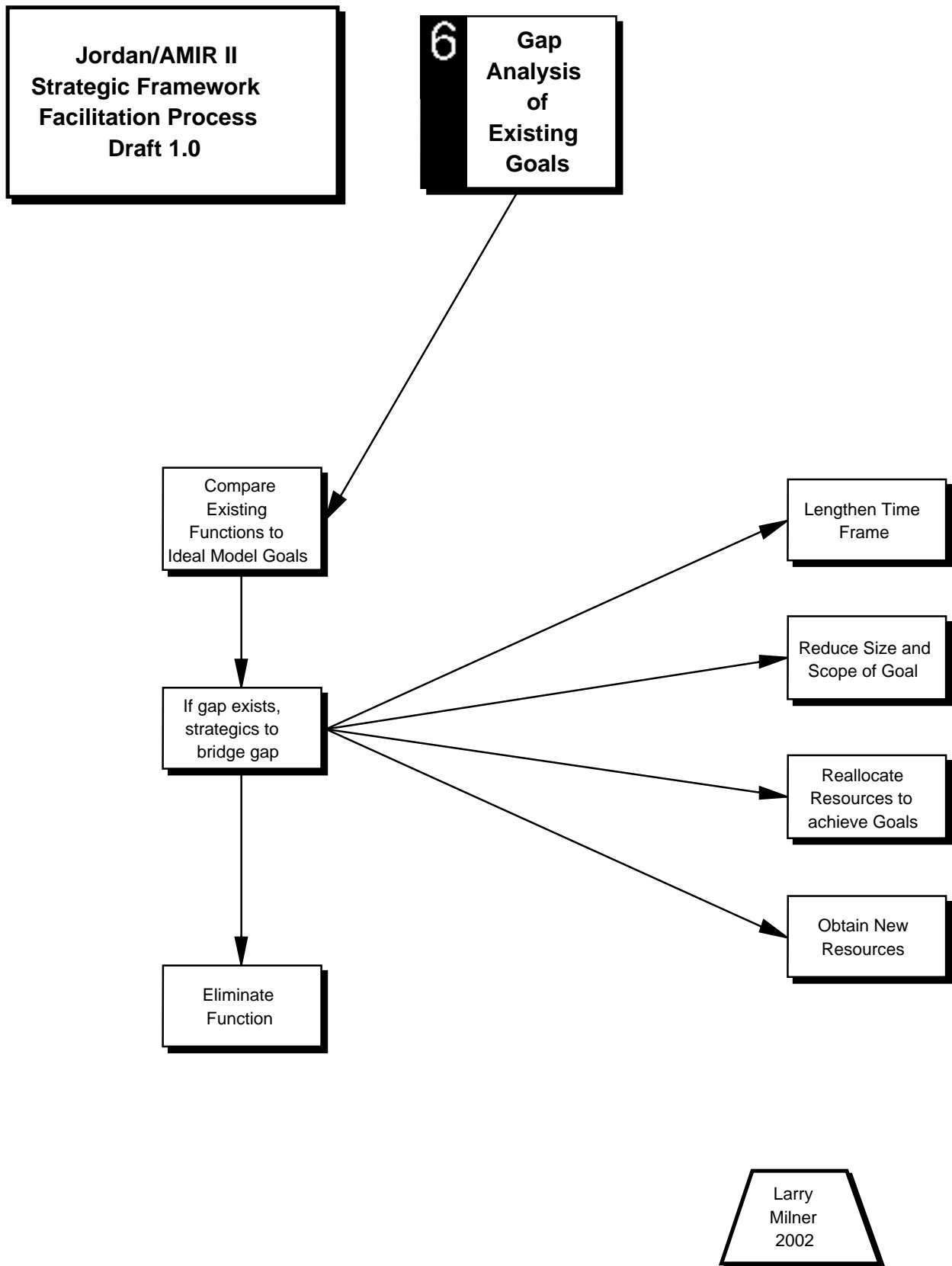
Larry
Milner
2002

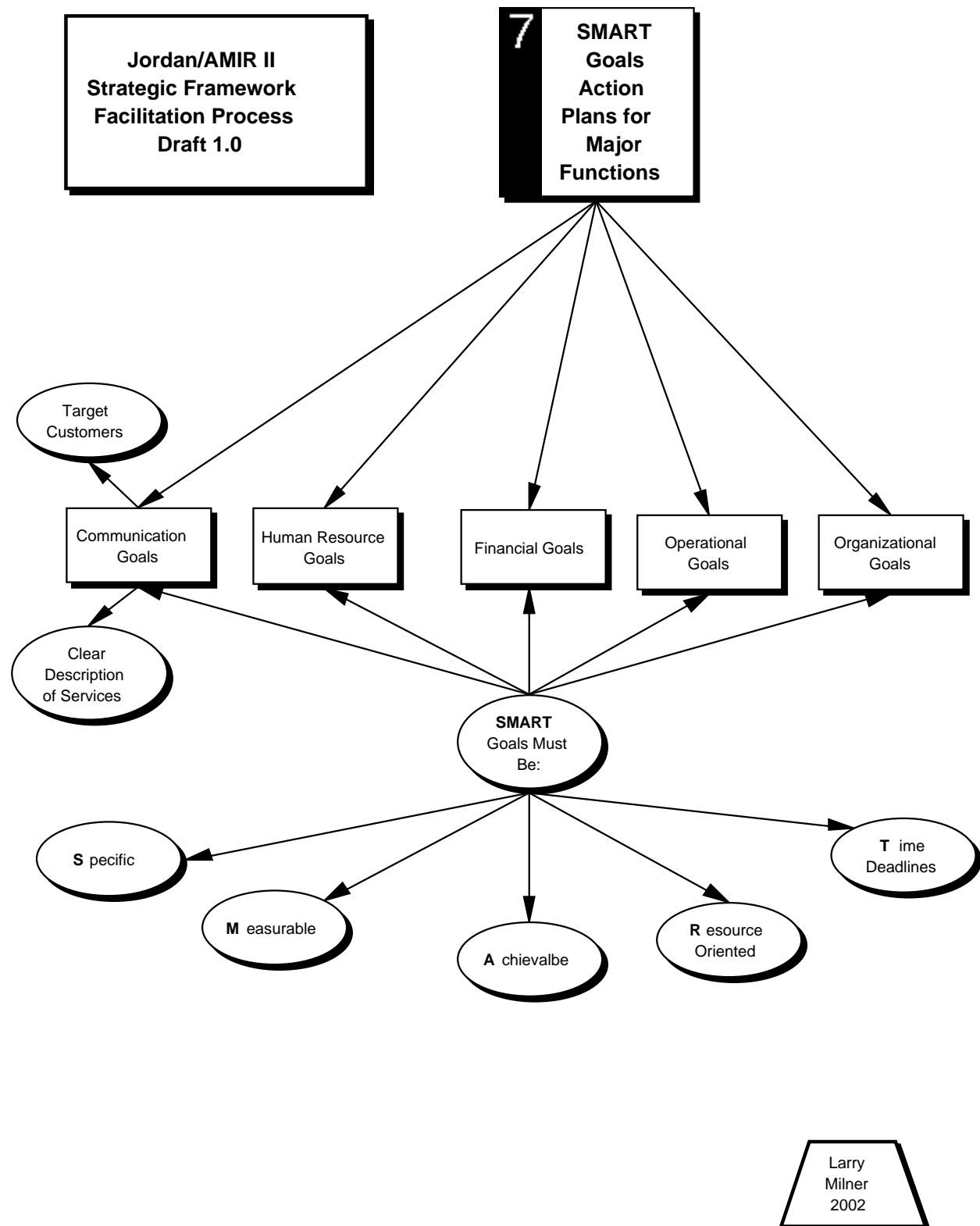


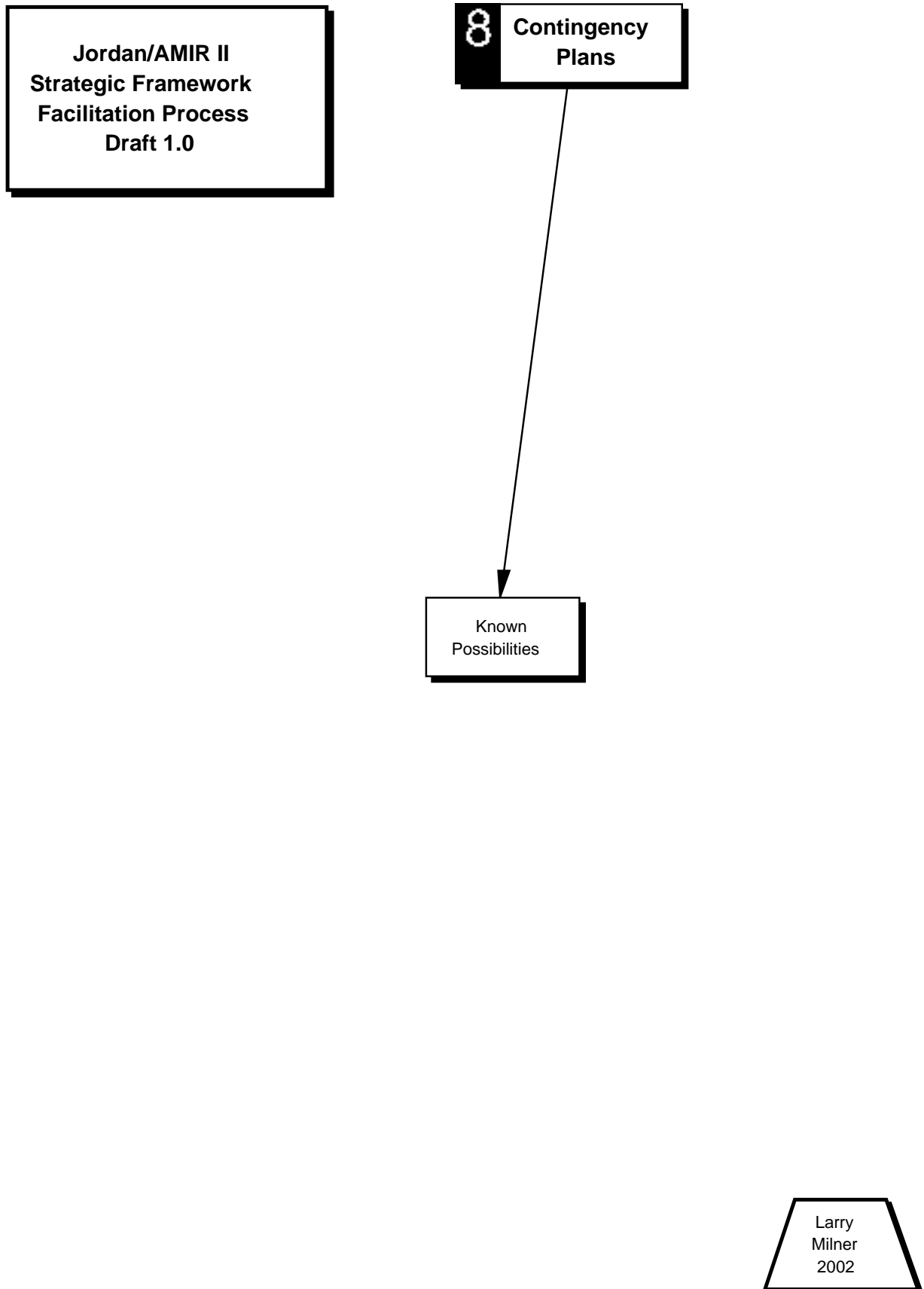


Larry
Milner
2002









ANNEX FIVE

CENTER OF EXCELLENCE AND STRATEGIC PLANNING POWER POINT PRESENTATION OUTLINE

SLIDE 1

Centers of Excellence
Strategic Planning Process
Part of the
Leadership Criteria
of the Centers for Excellence

SLIDE 2

His Majesty's Vision for Jordan
 "...our foremost priority ... comprehensive development."
improving our economy
modernising state institutions
 Positive results reflected
 in the quality of life for our citizens.
 -Statements by His Majesty
 King Abdullah II

SLIDE 3

Statements from
Jordan Vision 2020
By 2020, double per capita Gross Domestic Product from 1,100 dinars at the turn of the century to 2,200 dinars.
Through meaningful, well-paying jobs.

SLIDE 4

Public Statements
Viable public and private partnerships
Focus on technology
Domestic and foreign direct investments
Create an abundance of exportable, knowledge-based, value-added products and services.
World-class standards

SLIDE 5**Public Statements**

Having activated all economic sectors and built an outstanding countrywide infrastructure, by 2020 the nation's skilled workforce will have become competitive in the world markets.

SLIDE 6**Public Statements**

This globally competitive Jordan will have resulted from:

- legislative and regulatory reforms,*
- upgrading efficiency of government and business enterprises,*
- developing local capital markets, and*
- consolidating public finances.*

SLIDE 7**Results**

Jordanians will have succeeded in making themselves a recognized center of excellence in the global economy.

-His Majesty King Abdullah II

SLIDE 8**Changes in Government**20th Century

Stable, large, rigidity, process driven, vertical structure, consensus, hierarchy

21st Century

Continuous change, speed, responsive, flexible, -results driven, virtual integration, constructive contention, leadership from within

SLIDE 9**Sources of Power**

- Strength
- Wealth
- Information

SLIDE 10**Centers of Excellence Program**

Facilitating a transformation
into a Center of Excellence
that is driven from within by valuable information.

SLIDE 11**Culture of Excellence**

- Citizen Centered
- Results Focused

- Transparent
Creates
Entrepreneurial Government

SLIDE 12

Strategic Planning Process

- Planning to Plan
The Purpose of
Today's Meeting

SLIDE 13

Phase One

- Mission
- Vision of Ideal Future
- Model Operations

SLIDE 14

Phase Two

- Performance Review
- Gap Analysis

SLIDE 15

Phase Three

- Action Plans
- Contingency Plans

SLIDE 16

Results of Strategic Planning Process

Annual Operating Plan

- Day-to-day activities
- Specific Action Plans
- Measurable results
- Accountability
- Needed Resources (Budget)
- Deadlines

SLIDE 17

Planning to plan today's Agenda

1. Review Past and Current Formal and Informal Strategic Plans - Successes and Difficulties for Next Time
2. Review Ministry's Internal Environment for Planning
3. Examine Team's Expectations
4. Decide on Time Line

5. Review Resources

6. Review Logistics

SLIDE 18

Requests and

Next Meeting Date

Phase One

- Mission
- Vision of Ideal Future
- Model Operations

SLIDE 19

Toward a becoming a Center of Excellence